

THE
ISABELLA STEWART GARDNER
MUSEUM, INCORPORATED
BOSTON, MASSACHUSETTS



THIRTY-SEVENTH ANNUAL REPORT
1961



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Isabella Stuart Gardner

The Isabella Stewart Gardner Museum

INCORPORATED

Annual Report

for the year 1961



BOSTON, MASSACHUSETTS

1962

THE ISABELLA STEWART GARDNER
MUSEUM, INCORPORATED

Sole Trustee under the will of Isabella Stewart Gardner



FRANCIS LEE HIGGINSON, *President*

G. PEABODY GARDNER, *Vice-President and Treasurer*

JOHN LOWELL GARDNER, *Assistant Treasurer*

MALCOLM D. PERKINS, *Secretary*

TRUSTEES

FRANCIS LEE HIGGINSON

ARTHUR POPE

RICHARD C. PAINE

G. PEABODY GARDNER

JAMES LAWRENCE, JR.

MALCOLM D. PERKINS

JOHN LOWELL GARDNER

STAFF*

Director Emeritus

MORRIS CARTER

ADMINISTRATION

Director

GEORGE L. STOUT

*Assistant Director & Supervisor
of Music*

WILLIAM N. MASON

Curatorial Assistant

SYLVIA ERICSON

Secretary

EVELYN BURR

Assistant Secretary

GAIL BLACK

Secretary for Music

JOHANNA GIWOSKY

Docent

J. HENRY BRAUN

Publications Consultant

HENRY H. BALOS

Photographer

JOSEPH B. PRATT

COLLECTION

Conservation Technicians

VINCENZINA ROMANO

JOAN L. BRAUN

JUDITH JENCKS

SECURITY AND MAINTENANCE

Security Foreman

PATRICK T. NILAND

Maintenance Foreman

JOHN J. KENNEDY

Shop Technician

JOHN F. NILAND

Technicians

MARTIN DAVIS

FLORA A. BERRY

MICHAEL FINNERTY

HERBERT A. BERRY

JAMES F. HORGAN

CARL E. BIGHAM

DENNIS W. MAHONEY

MARY CAMPBELL

PATRICK NAUGHTON

PETER CONNORS

MICHAEL CONWAY

Guards

FAY B. JOHNSON

JOHN Q. ADAMS

WALTER E. LESLIE

BARNEY BIRMINGHAM

CHARLES H. MORSE

CHRISTOPHER S. CAULFIELD

PAUL C. PETERSEN

BASIL B. DAVISON

ATTILIO PETINGI

BASIL R. DEERING

PAUL SIMONETTI

HAROLD J. EDGETT

PERCY C. SMITH

JOSEPH FEELEY

THOMAS SULLIVAN

HENRY F. FORD

GEORGE G. THOMSON

ERNEST GILLIBRAND

ALBERT B. GORDON

GARDENING

Head Gardener (Greenhouse)

JOHN F. SULLIVAN

Head Gardener (Museum)

JOHN A. MADDEN

Gardeners

MICHAEL HEAVEY

MICHAEL COGAVIN

ROBERT M. MACKENZIE

PATRICK J. FLYNN

* On regular duty December 31, 1961.

NOTE

The Isabella Stewart Gardner Museum in the Fenway, Incorporated, was incorporated under the laws of the Commonwealth of Massachusetts, December 19, 1900, Mrs. Gardner's sole beneficial ownership of the works of art held by this corporation being represented by stock. (*For the Certificate of Incorporation see p. 6 and for a copy of an Act of 1925 authorizing the corporation to hold additional real and personal estate, not exceeding eight million dollars, see p. 7.*)

The Will and Codicil of Isabella Stewart Gardner probated August 21, 1924, gave to Trustees all her land in Boston including Fenway Court and the land adjacent thereto, and her works of art, or her interest therein as represented by stock of The Isabella Stewart Gardner Museum in the Fenway, Incorporated. (*For the relevant provisions of the Will and Codicil see p. 8.*)

On November 23, 1936, the Trustees then surviving executed an Agreement of Association with the intention of forming a corporation under Chapter 180 of the General Laws of the Commonwealth (*see p. 11*). A certificate of Incorporation was granted on December 23, 1936, as of the date of the said Agreement (*see p. 13*). An Act authorizing the corporation to hold additional real and personal estate not exceeding twelve million dollars was approved March 23, 1937 (*see p. 14*), and this limit was raised to twenty million dollars by an Act approved April 4, 1955. (*See page 14.*)

The Trustees under the Will having resigned upon the formation of the corporation, The Isabella Stewart Gardner Museum, Incorporated, was on December 24, 1936, appointed by the Probate Court of Suffolk County, sole Trustee of the estate theretofore held in trust by the individual Trustees. (*For the Certificate of the Probate Court, see p. 15.*)

By an Act of the General Court of the Commonwealth approved May 14, 1943, the real estate in Boston of the Isabella Stewart Gardner Museum, Inc., was exempted from taxation as from January 1, 1943. (*For the Act see page 16.*)

Commonwealth of Massachusetts

Be it known *That whereas* John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM
IN THE FENWAY, INCORPORATED

for the purpose of art education, especially by the public exhibition of works of art, with a capital of Fifty Thousand Dollars, and have complied with the provisions of the Statutes of the Commonwealth in such case made and provided, as appears from the certificate of the President, Treasurer, Secretary and Director of the said Corporation, duly approved by the Commissioner of Corporations and recorded in this office:

~~Now, Therefore,~~ I, William M. Olin, Secretary of the Commonwealth of Massachusetts, ~~Do hereby Certify~~ that said John Chipman Gray, Isabella Stewart Gardner, Henry Walton Swift, Harold Jefferson Coolidge, Charles L. Pierson, Willard Thomas Sears, and William Amory Gardner, their associates and successors, are legally organized and established as and are hereby made an existing corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM
IN THE FENWAY, INCORPORATED

with the powers, rights, and privileges, and subject to the limitations, duties and restrictions which by law appertain thereto.

~~Witness~~ my official signature hereunto subscribed, and the seal of the Commonwealth of Massachusetts hereunto affixed this nineteenth day of December in the year of our Lord one thousand nine hundred.

[Seal]

WM. M. OLIN,
Secretary of the Commonwealth.

Commonwealth of Massachusetts

Acts of 1925 — Chapter 198

An Act to authorize THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, to hold additional real and personal estate and for other purposes.

Be it enacted, etc., as follows:

THE ISABELLA STEWART GARDNER MUSEUM IN THE FENWAY, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations, may hold real and personal estate to an amount not exceeding eight million dollars, including the amount it is already authorized to hold by section nine of chapter one hundred and eighty of the general laws, which estate shall be devoted to the purposes of said institution, as provided in said section nine, so that through its agency may be carried on the endowed Museum given under the will of Isabella Stewart Gardner for the education and enjoyment of the public forever.

Approved March 30, 1925.

EXCERPTS FROM THE WILL AND CODICIL
OF
ISABELLA STEWART GARDNER

Dated May 9, 1921: Probated August 21, 1924

THIRD: 1. To Harold J. Coolidge, Grafton D. Cushing, William C. Endicott, Francis L. Higginson, Jr., and Arthur F. Johnson, all of Boston, and to said Arthur Pope, and to Henry D. Sleeper of Gloucester, and the survivors and survivor of them, and the heirs of the survivor, I devise all the land which I own in Boston, and especially the land comprising my estate known as Fenway Court, and my land adjacent thereto, situated on the Fenway, the Tremont entrance to the Fenway Park, and Worthington Street, which tract includes the lots conveyed to me by deeds of Augustus P. Loring, dated January 31, 1899, and June 13, 1899, recorded with Suffolk Deeds, *Lib.* 2620, *Fol.* 107 and 109; deed of Moses Williams *et al.*, Trustees, dated February 26, 1900, recorded with Suffolk Deeds, *Lib.* 2667, *Fol.* 306; deed of Henry M. White, dated January 1, 1901, recorded with Suffolk Deeds, *Lib.* 2728, *Fol.* 25; deed of Moses Williams *et al.*, Trustees, dated June 16, 1906, recorded with Suffolk Deeds, *Lib.* 3136, *Fol.* 170; deed of Paul and Rachel S. Thorndike, acknowledged March 22, 1907, and recorded with Suffolk Deeds, *Lib.* 3197, *Fol.* 493; deed of Charles Paine, dated November 20, 1911, and recorded with Suffolk Deeds, *Lib.* 3589, *Fol.* 232, and deed of Moses Williams *et al.*, Trustees, dated January 8, 1913, and recorded with Suffolk Deeds, *Lib.* 3700, *Fol.* 631, with the buildings thereon, and I also bequeath to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the

representatives of the survivor, all my interest in the pictures, statuary, works of art, bric-a-brac, furniture, books and papers, contained at my death in all the stories of the main building of said Fenway Court other than the fourth story and the attic, and also in or upon the grounds adjoining said building, and all such articles as are above mentioned wherever situated intended or destined to be contained in these stories other than the fourth story and the attic, including all the property in which I own the beneficial interest through my ownership of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, all the aforesaid real and personal property to be held by said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, in trust as a Museum for the education and enjoyment of the public forever, but no works of art shall be placed therein for exhibition other than such as I, or the Isabella Stewart Gardner Museum in the Fenway, Incorporated, own or have contracted for at my death. And I direct that, if any question arises as to what is intended or destined for said stories other than the fourth story and the attic, the judgment of my Executors or Executor shall be final.

2. Whereas in the foregoing paragraph I have bequeathed all my interest in certain personal property, and whereas the legal title to it or to a portion of it is in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, and whereas it is my intention that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain in the Museum established under this will, now, therefore, I give and bequeath all my shares in the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, to be held in trust

for the purposes of the Museum established under this will, I hereby directing the Trustees so to hold and manage said shares that all the property of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, shall be and remain forever in the Museum established under this will subject to all the provisions of this will relating to the Museum so established. And I authorize the said Trustees, as the holders of all the shares of the Isabella Stewart Gardner Museum in the Fenway, Incorporated, to procure its dissolution, and the transfer and delivery of all its property to them as Trustees to be held in trust for the purposes of the Museum established under this will in accordance with all the provisions of this will relating to said Museum.

3. I also give to the said Coolidge, Cushing, Endicott, Higginson, Johnson, Pope and Sleeper, and the survivors and survivor of them, and the representatives of the survivor, the sum of one million two hundred thousand dollars (\$1,200,000) in trust to apply the income of it to maintain the Museum established under this will in accordance with all the provisions of this will.

AGREEMENT OF ASSOCIATION

Commonwealth of Massachusetts

DEPARTMENT OF CORPORATIONS AND TAXATION

We, whose names are hereto subscribed, do, by this agreement, associate ourselves with the intention of forming a corporation under the provisions of Chapter 180 of the General Laws (Ter. Ed.).

The name by which the corporation shall be known is

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED.

The location of the principal office of the corporation to be in Massachusetts is the City of Boston.

The purposes for which the corporation is formed are as follows:—

To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will.

The amount of its capital stock (if any) is *None* dollars

The par value of its shares is *None* dollars

The number of its shares is *None*

We hereby waive all requirements of the General Laws of Massachusetts for notice of the first meeting for organization, and appoint the 23rd day of November 1936, at one o'clock P.M., at Fenway Court, Boston, Massachusetts, as the time and place for holding said first meeting.

In Witness Whereof we have hereto signed our names
this 23rd day of November in the year nineteen hundred and
thirty-six.

NAME	RESIDENCE (City or town; street and number)
William C. Endicott	59 Ingersoll St., Danvers, Mass.
Francis L. Higginson	Cherry St., Wenham, Mass.
Grafton D. Cushing	45 East 66th St., N. Y. C.
T. Jefferson Coolidge	35 Lapland St., Brookline
Richard C. Paine	325 Heath St., Brookline, Mass.
Olga E. Monks	51 Commonwealth Ave., Boston
Arthur Pope	11 Lowell St., Cambridge, Mass.

CERTIFICATE OF INCORPORATION

Commonwealth of Massachusetts

Be it known *That whereas* William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope have associated themselves with the intention of forming a corporation under the name of

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, for the purpose of the following:—To conduct the museum established by the will of Isabella Stewart Gardner and otherwise to carry out the charitable purposes contained in said will, and incidentally thereto to act in any manner under said will with all the rights and powers conferred by said will, and to receive and hold real and personal property including all the property now held by the trustees under the will of said Isabella Stewart Gardner, and to administer all such property upon the trusts and in conformity with the provisions of said will; and have complied with the provisions of the Statutes of this Commonwealth in such case made and provided, as appears from the Articles of Organization of said corporation, duly approved by the Commissioner of Corporations and Taxation and recorded in this office:

Now, therefore, I, Frederic W. Cook, Secretary of The Commonwealth of Massachusetts, **Do Hereby Certify** that said William C. Endicott (deceased), Francis L. Higginson, Olga E. Monks, T. Jefferson Coolidge, Grafton D. Cushing, Richard C. Paine and Arthur Pope, their associates and successors, are legally organized and established as, and are hereby made, an existing corporation as of November 28, 1936, under the name of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, with the powers, rights and privileges and subject to the limitations, duties and restrictions, which by law appertain thereto.

Witness my official signature hereunto subscribed, and the Great Seal of The Commonwealth of Massachusetts hereunto affixed, this twenty-third day of December in the year of our Lord one thousand nine hundred and thirty-six.

F. W. COOK

Secretary of the Commonwealth.

[Seal]

Commonwealth of Massachusetts

Chapter 126 — Laws of 1937

An Act authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

Be it enacted, etc., as follows:

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, a charitable institution organized under the general laws relating to charitable corporations to carry out the charitable provisions contained in the will of Isabella Stewart Gardner, may hold real and personal estate to an amount not exceeding twelve million dollars notwithstanding the limitation provided by section nine of chapter one hundred and eighty of the General Laws, which estate shall be devoted to the purposes of said institution as provided in said section nine.

Approved March 23, 1937.

Commonwealth of Massachusetts

Chapter 248 — Laws of 1955

An Act authorizing THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, to hold additional real and personal estate.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows: Chapter 126 of the acts of 1937 is hereby amended by striking out, in line 6, the word "twelve" and inserting in place thereof the word twenty.

Commonwealth of Massachusetts

PROBATE COURT

SUFFOLK, SS.

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, of Boston, Suffolk County, a Massachusetts Corporation, is appointed trustee of certain estate given in trust as a Museum for the education and enjoyment of the public forever under the will of Isabella Stewart Gardner, late of Boston, in the County of Suffolk, deceased, testate, which will was proved and allowed on the twenty-first day of August A.D. 1924, by said Court, and is now of record in this Court, to act in place of William C. Endicott, deceased, Grafton D. Cushing, Olga E. Monks, Richard C. Paine, T. Jefferson Coolidge, Arthur Pope and Francis L. Higginson (resigned).

And you are required to make and return to said Probate Court, within three months from the date hereof, a true inventory of all real and personal estate belonging to it as trustee, which at the time of the making of such inventory shall have come to its possession or knowledge;

To manage and dispose of all such estate, and faithfully to discharge its trust in relation thereto, according to law and the will of said testatrix;

To render, upon oath, a true account of the property in its hands, and of the management and disposition thereof, at least once a year until its trust is fulfilled, unless excused therefrom in any year by said Court; and

At the expiration of its trust, to settle its account in said Court, and pay over and deliver all the estate and effects remaining in its hands, or due from it on such settlement, to the person or persons entitled thereto.

Witness, William M. Prest, Esquire, Judge of said Court, at Boston, this 24th day of December in the year of our Lord one thousand nine hundred and thirty-six.

ARTHUR W. SULLIVAN, *Register*.

Commonwealth of Massachusetts

Acts of the Year 1943

Chapter 279

An Act to Exempt from Taxation the Real Estate in Boston of THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, Trustee under the Will of Isabella Stewart Gardner.

Be it enacted, etc., as follows:

The real estate, hereinafter described, located in the city of Boston and held by THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED, as trustee under the will of Isabella Stewart Gardner, shall be exempt from taxation beginning January first, nineteen hundred and forty-three, and continuing so long as the museum, known as the Isabella Stewart Gardner Museum, is operated by said corporation for the education and enjoyment of the public. Said real estate includes the building housing said museum and is bounded northwesterly by Worthington street; northeasterly by the Fenway; southeasterly by Evans Way; southwesterly by land now or formerly of Carol H. Powers et al., one hundred and twenty-one hundredths feet; and northwesterly thirty-two and sixty-nine hundredths feet and southwesterly eighty-four and eighty-nine hundredths feet by land now or formerly of Harold J. Coolidge et al., Trustees; containing about sixty-six thousand, seven hundred and ninety-four square feet.

Approved May 14, 1943.

THE ISABELLA STEWART GARDNER
MUSEUM, INCORPORATED
BY-LAWS

ARTICLE I

The officers of this corporation shall consist of a board of seven Trustees, a presiding officer to be known as the President of The Isabella Stewart Gardner Museum, Incorporated, a Vice-President of The Isabella Stewart Gardner Museum, Incorporated, a financial officer to be known as the Treasurer of The Isabella Stewart Gardner Museum, Incorporated, and a recording officer to be known as the Secretary of The Isabella Stewart Gardner Museum, Incorporated.

ARTICLE II

The Trustees shall have the right to resign, and upon the death or resignation of any of them the remainder shall have the right to fill the vacancy or vacancies by the election of a new member or members.

ARTICLE III

The Trustees shall have general control of the property of the corporation and shall have power to appoint from time to time such agents as they may deem necessary for the appropriate conduct of the affairs of the corporation, subject to the provisions of the will of Isabella Stewart Gardner.

ARTICLE IV

The Trustees shall, at the annual meeting, choose from their number a President of the Corporation to hold office until the next annual meeting.

ARTICLE V

The Trustees shall, at the annual meeting, choose from their number a Vice-President of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Vice-President to preside at meetings of the Trustees in the absence of the President. The Vice-President may also hold the office of Treasurer or Secretary if thereto elected.

ARTICLE VI

The Trustees shall, at the annual meeting, choose from their number a Treasurer of the Corporation, to hold office until the next annual meeting. It shall be the duty of the Treasurer to keep the financial records of the Corporation and report thereon to the Trustees. The Treasurer may also hold the office of Secretary if thereto elected.

The Trustees, at the annual meeting, shall also choose from their number a Finance Committee, to hold office until the next annual meeting and to consist of three members, one of whom shall be the Treasurer, who shall be chairman of the Committee. The Finance Committee shall be empowered to invest, change investments, and re-invest the funds belonging to the Corporation in any capacity, whether as Trustee under the will of Isabella Stewart Gardner or otherwise, and may act on all such matters by a majority of their number.

A national bank or trust company doing business in Massachusetts may be appointed by the Trustees as Financial Agent of the Corporation. The duties of the Financial Agent may include, but need not be limited to, the receiving and having custody of funds and securities belonging to the Corporation in any capacity, whether as Trustee under the will of Isabella Stewart Gardner or otherwise, the

keeping of accounts for the Corporation, the execution of purchases and sales of securities authorized by the Finance Committee, and the furnishing of investment advice. While the Financial Agent is thus charged with any duties which the By-Laws assign to the Treasurer, the Treasurer is relieved from performing them.

ARTICLE VII

The Trustees shall, at the annual meeting, choose from their number a Secretary of the Corporation to hold office until the next annual meeting. It shall be the duty of the Secretary to keep a record of the meetings of the Trustees and to give the requisite notice thereof.

ARTICLE VIII

A vacancy occurring in any of the offices of the Corporation may be filled at any regular or special meeting of the Trustees, the officer so elected to hold office until the next annual meeting.

ARTICLE IX

The Trustees shall have power to act on all questions by a majority of their number. No Trustee shall be liable for retaining bonds or securities unregistered or in the name of a nominee, for leaving securities in the possession or control of any other of the Trustees or any depositary selected with reasonable care, for any error of judgment, or for anything except his own wilful personal default.

ARTICLE X

An annual meeting of the Trustees shall be held at Boston on the second Monday of February in each year. Special meetings may be held at any time, either in Boston or elsewhere in the Commonwealth, upon the request of any of

the Trustees. The Secretary shall give notice thereof to each Trustee, either personally or by mail, at least three days prior to the time of such meeting, or said notice may be given by the President, but any meeting of the Trustees at any place at which all shall be present shall be valid without any previous notice thereof.

ARTICLE XI

A notice of any meeting of the Trustees, mailed to addresses furnished by them, shall be sufficient notice.

ARTICLE XII

The seal of the corporation shall consist of a circular impression bearing the corporate name and the year of incorporation and a design representing a phoenix surmounted by a helmet with the motto *C'est mon plaisir*.

ARTICLE XIII

The By-Laws may be amended in any manner not incompatible with the due administration of the trusts set up in the will of Isabella Stewart Gardner, at any regular or special meeting, provided that notice of such intended amendment shall be given in the call for the meeting.

F. L. HIGGINSON



At his request F. L. Higginson was not re-elected President at the Annual Meeting of the Trustees on February 12, 1962. The following is an excerpt from the minutes of that meeting:

“Mr. F. L. Higginson having announced that he wished to retire as President of the Corporation, the following was ordered spread on the records of the meeting by a unanimous rising vote of all the Trustees present except Mr. Higginson.

“F. L. Higginson was one of the original trustees of the Museum under Mrs. Gardner’s will, which was probated in 1924. He served on the Executive Committee of the trustees and became Vice President of the trustees in 1934 and Treasurer in 1936. When in 1936 this corporation was formed to act as sole trustee under Mrs. Gardner’s will, Mr. Higginson became President, and he has served as President ever since that time, a period of 25 years. No one could have carried out Mrs. Gardner’s intentions with greater wisdom and strength nor with deeper understanding of the spirit and purposes of the Museum. On the occasion of his retirement as President, the Trustees wish to record the Museum’s great debt to Mr. Higginson, and their own warm feelings of respect and affection for him. His fellow Trustees are delighted that he is to continue as one of their number.”

REPORT OF THE PRESIDENT



TO THE TRUSTEES:

Probably the most interesting event of the year has been the elevation and resetting of the Roman mosaic in the center of the court. Owing to the somewhat fluid nature of the muddy substance underneath, the whole mosaic has been slowly sinking, so that it had reached a level of more than four feet below its original position. It has been recognized for years by the Trustees and Director that some day this slow subsidence would have to be stopped and that the whole mosaic would have to be raised and a firm and permanent support provided. Therefore, since the mosaic was sinking and labor costs were rising, and nothing was to be gained by delaying, it was decided last spring to proceed immediately.

The execution of such an operation was unknown in this country or, perhaps, anywhere, so that Director Stout had to devise and plan all the different steps of the operation. The different phases are described in some detail by the Director in his report, so that nothing more need be said here except to add that the whole operation, which is now receiving the finishing touches, has been carried through with remarkable skill and entire success.

Another area which is receiving timely attention is the attic. The whole place is getting or is about to get a vacuum cleaning, a new layer over the floor, stopping holes and cracks, and a coating of fire retardant paint where necessary, all in the constant effort to reduce the dust, dirt, and haven for rats and mice, and thus the fire hazard.

The improvement in the quality of the music seems to be

much appreciated, to judge by the expressions of pleasure and approval that one hears. This is doubtless largely the reason for the greatly increased attendance on Sundays, though inclement weather continues to have a noticeable effect.

Another feature that is always a great attraction is the flower display. The plants shown in this first week of February are probably unsurpassed, and possibly never equaled in beauty and condition, for a moderately careful examination failed to reveal any plant that was not in perfect condition, a noteworthy triumph for any gardener anywhere, any time.

The different groups of visitors continue at about the same level as last year, with the exception of the number of Sunday visitors which showed an increase of 10 per cent more than last year and exceeded 50,000 for the second time, the former year being 1932. More details will be found in the Director's Report.

A comparison of the Museum's income and expenses for the last year with those of 1960 shows the following changes: Income from General Funds decreased \$6,836.85, sales of photographs, catalogues, and miscellaneous items increased about \$330, all operating expenses decreased \$8,804.89, in spite of the cost of the mosaic operation, leaving a net balance of income of \$33,608.73, an increase of \$2,300.70. After transferring the customary \$10,000 to our own Pension Fund, and amortization of bond premiums, the final result is a surplus for the year of \$20,145.53, compared with last year's surplus of \$17,982.56. The particulars of income and outgo are shown in the Treasurer's statement included herewith.

It is with regret that we have lost the services of Mr. Al-

fred J. Jakstas, who has accepted the position of Conservator at the Art Institute of Chicago where we wish him all possible success. Other changes in the personnel with further details of the management and maintenance of the Museum will be found in the Director's Report which follows, as well as in the Treasurer's financial statement with the accompanying statement of the independent public accountants, Arthur Young & Company.

As I am now retiring from the Presidency of the Trustees, though continuing as one of the Trustees originally chosen by Mrs. Gardner, I wish to give my warmest and most appreciative thanks to my fellow Trustees, to the entire staff at the Museum, the greenhouse, and the office, for their loyalty and courteous cooperation and, above all, for the pleasure I have had in my association first with Morris Carter and then with George Stout during the last twenty-five years.

F. L. HIGGINSON,
President

February 12, 1962

REPORT OF THE DIRECTOR



TO THE TRUSTEES:

The occurrence of the year which claimed most attention was the repair and reinstallation of the mosaic pavement, Roman, first century, which is located in the center of the court. Unsupported by the piling which carries the building around it, the pavement had sunk an estimated four to five feet below the grade where it lay in 1902. Internally it had suffered also from deterioration of the setting bed. Many of the small stone and glass tesserae of its composition were loose. In 1934 a curb of planks had been set around it to hold the weight of earth and to reduce the angle of slope above it.

The mosaic was taken from the court in twenty-six sections, those evidently cut when it was removed from the compound of the Villa Livia near Rome and brought to Boston. Four caissons of steel-reinforced concrete were placed for its support to a depth of about twenty-five feet, below the soft peat and on a substratum of gravel and clay. Across these caissons was built a platform also of steel-reinforced concrete, and at the approximate level of the year 1910, to carry the ancient mosaic and the nearby stone sculptures. The weak setting bed of each section of the mosaic was removed and replaced by a firm construction which included a grid and screen reinforcement of aluminum. The sections were aligned and fixed on the platform with provision for drainage and ventilation under them.

The structural part of this work was done under contract. Treatment of the mosaic was done by museum personnel with the added services of student technicians on temporary

employment. The task took much of the time of the staff engaged in conservation but other activities were carried on without prolonged interruption. The work-room on the fourth floor, designed and equipped for the care of textiles, was installed and put into regular use. Old textiles, about 130 of them, which had been kept in pieces of furniture throughout the building, were brought there and were classified and stored in favorable conditions. This was done also for more than 20 large pieces of new fabric and about 100 smaller pieces. Major repairs were begun on a large hanging and 10 pieces were given minor repairs. Treatment continued on the leather wall covering of the Veronese Room and on a relief stucco of the fifteenth century from the Gothic Room. Cleaning and minor repairs were completed on 40 other objects.

During the reinstallation of the mosaic pavement the museum kept its usual schedule and activities. From the greenhouses provision of plants for the court held to its generous quantity and its high quality. These plants by their profusion and color did much to compensate for the conspicuous irregularities in the area.

Programs of music attained greater variety and seemed to draw an increased attendance, particularly those offered on the open evenings. With the 10 evening programs there were 138 presented on weekdays. These included 4 quintets, a group of combined voices and instruments, a Javanese group, 2 recorder ensembles, 2 guitarists, 2 organists, 2 folksingers, 9 duos and 4 trios of different combinations, a brass quartet, 7 choruses, 29 individual singers, 21 pianists (besides 32 accompanists), 8 violinists, 6 violists, 4 clarinetists, 3 flutists, 1 cellist, 3 players of the oboe, and 2 of the bassoon. For the longer, Sunday programs, 49 in number, there were 3 string quartets, 9 instrumental trios, 4 instru-

mental duos, a quartet of strings and organ, a trio of voice, violin, and piano, an instrumental and vocal group, a woodwind quintet, a recital on the viola da gamba, another on the harp, 11 on the piano, 2 on the harpsichord, 3 on the violin, 1 on the cello, 2 choruses, and 9 song recitals.

Along with many other museums of the country, this one recorded an attendance larger than in previous years. Visitors, allocated by their written requests for permission to make photographs, were, as in 1960, mainly from the eastern part of the nation: 88 per cent. In particular the record is:

Scheduled open periods on weekdays	60,081
Sunday afternoons	52,342
Closed days and special events	9,079
Total	<u>121,502</u>

Visitors on the evenings, first Thursday of eleven months, numbered 2,038. Scheduled study groups were:

Boston public schools	6 groups	165 persons
Public schools outside Boston	71	2,750
Private schools	18	511
Colleges	34	987
Other organizations	54	1,263

On days when the museum was open 137 groups of visitors, 1,882 persons, were given guided tours by museum personnel. On closed days, when attendance was 5,203, tours were provided for 328 groups, 4,294 persons. By appointment 99 groups, 2,833 persons, took guided tours. Teas following a visit were arranged by 8 groups, 521 persons.

The principal special events which accompanied visits were:

January 17, reception by the museum in honor of the pub-

lication of the book by Arthur Pope on Titian's painting,
 The Rape of Europa (35)
 April 1, Boston T Party Series (500)
 April 28, Boston Bar Association, reception for new mem-
 bers (273)
 May 12, Harvard Medical School Chorus, concert and gal-
 lery visits (414)
 May 31, Garland Junior College, reception and program
 for parents and guests (388)
 June 19, American Guild of Organists, recital (285)
 July 26, Phillips Brooks Club, Trinity Church, tour (68)
 October 30, *Connaissance des Arts*, tour and tea for visiting
 European collectors (21)
 November 29, Radcliffe College Club of Boston, gallery
 visit (170)
 December 6, Friends of the New England Conservatory,
 reception and musical program (400)
 December 27, National Association of Teachers of Singing,
 concert and reception (180)
 December 29, Boston T Party Series (600)

Late in the year a second printing of the *Guide* was com-
 pleted, in the number of 15,000 copies. Sales of publications
 (cash return, \$8,373.08) were:

<i>Reproductions of Paintings</i> (Pope and Hatch)	27
<i>Isabella Stewart Gardner & Fenway Court</i> (Carter)	107
<i>Catalogue of Exhibited Paintings and Drawings</i> (Hendy)	119
<i>General Catalogue</i> (Longstreet)	39
<i>Titian's Rape of Europa</i> (Pope) board cover	21
paper cover	15
<i>Guide</i>	4,361
Reproductions	1,710

Cards	26,050
Note folders	313
Color transparencies 35 mm. original	929
duplicate	1,003
Other publications	199

In accordance with a direction in the will of Isabella Stewart Gardner, a memorial service was conducted on April 14 by the Society of St. John the Evangelist. The Reverend Father Paul Wessinger, S.S.J.E., was the celebrant.

After twenty years of service, Alfred J. Jakstas resigned in order to accept the position of conservator at the Art Institute of Chicago. Charles F. Hathaway resigned as guard, Edward Monahan as maintenance technician; Jeanette T. Bibbo as assistant secretary. Francis Leon, guard, died in January. Two guards, John Hahn and Charles H. Reynolds, have been on extended leave of absence for reasons of health.

Appointed to the staff were Gail Black, assistant secretary; Martin Davis, maintenance technician; Patrick Hoy, week-end guard; and George G. Thomson, Christopher S. Caulfield, and Harold J. Edgett, guards. Formerly docent, Miss Sylvia Ericson has become curatorial assistant. Students have been engaged, largely on restricted work schedules and for limited periods: Frances S. Balding, Robert A. Cain, Peter N. Cozzolino, Thalassa P. C. Hencken, Robert Hurrie, John P. Madden, Betsey S. Morse, Jeffrey A. Needel, Natalie Saltonstall, Frank Sorrentino, Walter Stoll, Nicholas A. Tranquillo, and Dorothy A. Wood.

Respectfully submitted,

GEORGE L. STOUT,
Director

February 12, 1962

REPORT OF INDEPENDENT PUBLIC ACCOUNTANTS



The Trustees

*The Isabella Stewart Gardner Museum, Incorporated,
Trustee under the Will of Isabella Stewart Gardner:*

We have examined the accompanying statement of assets and funds of The Isabella Stewart Gardner Museum, Incorporated, Trustee under the Will of Isabella Stewart Gardner at December 31, 1961 and the related statements of income received, expenditures and appropriations and changes in funds for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. The securities owned by the Museum at December 31, 1961 were accounted for by examination or, in the case of securities purchased but not received, by confirmation received directly from the broker.

In accordance with the generally accepted practice of nonprofit organizations, the accounting records are maintained generally on a cash basis and therefore receivables, accruals or prepayments of items of expense and income are not included. Also in conformity with practices acceptable for such organizations, Museum property is recorded on the books at its appraised value as shown in the Trustee's inventory as of December 24, 1936 and no depreciation thereon is provided.

In our opinion, the accompanying statements present fairly, on the basis stated in the preceding paragraph, the

recorded assets and funds of The Isabella Stewart Gardner Museum, Incorporated, Trustee, at December 31, 1961 and the income received, expenditures and appropriations and changes in fund balances for the year then ended.

The financial statements for the prior year were examined by other independent public accountants.

ARTHUR YOUNG & COMPANY

January 24, 1962

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED
TRUSTEE UNDER THE WILL OF ISABELLA STEWART GARDNER

STATEMENT OF ASSETS AND FUNDS

ASSETS		December 31	
		1961	1960
<i>General fund:</i>			
Investments (Note 1):			
Bonds (approximate market value \$3,931,000 in 1961)		\$ 3,967,570.42	\$ 3,760,668.13
Capital stocks (approximate market value \$7,204,000 in 1961)		2,333,504.56	2,181,475.17
		<u>6,301,074.98</u>	<u>5,942,143.30</u>
Cash		106,598.41	25,661.88
Museum property, at appraised values (Note 2):			
Land and buildings		366,400.00	366,400.00
5,000 shares of The Isabella Stewart Gardner Museum in Fenway, Incorporated, representing:			
Contents of Museum building		4,015,000.00	4,015,000.00
Lot and greenhouse		49,000.00	49,000.00
		<u>4,064,000.00</u>	<u>4,064,000.00</u>
		<u>4,430,400.00</u>	<u>4,430,400.00</u>
		<u>10,838,073.39</u>	<u>10,398,205.18</u>
<i>Pension fund:</i>			
Investments:			
Bonds, at cost (approximate market value \$698,000 in 1961)		732,602.77	732,602.77
Cash		45,253.63	27,889.22
		<u>777,856.40</u>	<u>760,491.99</u>
<i>Current working funds:</i>			
Investments:			
Bonds, at cost (approximate market value \$430,000 in 1961)		410,955.36	411,142.86
Cash		42,420.00	22,086.97
		<u>453,375.36</u>	<u>433,229.83</u>
		<u>\$12,069,305.15</u>	<u>\$11,591,927.00</u>
FUNDS			
<i>General fund</i>		\$10,838,073.39	\$10,398,205.18
<i>Pension fund</i>		777,856.40	760,491.99
<i>Current working funds:</i>			
Maintenance and depreciation		414,823.43	414,823.43
Current surplus account		38,551.93	18,406.40
		<u>453,375.36</u>	<u>433,229.83</u>
		<u>\$12,069,305.15</u>	<u>\$11,591,927.00</u>

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED
TRUSTEE UNDER THE WILL OF ISABELLA STEWART GARDNER

STATEMENT OF INCOME RECEIVED, EXPENDITURES
AND APPROPRIATIONS

YEARS ENDED DECEMBER 31, 1961 AND 1960

	1961	1960
<i>Income received:</i>		
Income from investments (not including income on Pension Fund investments):		
Interest on bonds	\$152,249.48	\$132,939.32
Dividends on capital stocks	204,062.81	230,209.82
Sales of catalogues, post cards, etc. at Museum	8,705.18	8,372.52
	<u>365,017.47</u>	<u>371,521.66</u>
<i>Expenditures:</i>		
Museum operating expenses:		
Maintenance and security	126,091.00	167,292.68
Gardening and grounds	41,155.23	36,178.48
Music	27,046.98	23,929.73
Care of collection and paintings	30,404.27	12,050.31
Administration	63,660.45	61,034.36
Insurance	9,731.62	7,190.96
Compensation of managing trustees	3,500.00	3,500.00
Gardner Office, Inc.—agent	15,000.00	15,000.00
Trustees' fees	600.00	500.00
Legal and accounting services	2,605.50	2,855.50
Social security taxes	5,159.39	4,893.25
Employees' Blue Cross and Blue Shield	5,471.30	5,308.36
Miscellaneous general and administrative expenses	983.00	480.00
	<u>331,408.74</u>	<u>340,213.63</u>
Excess of income over expenditures	33,608.73	31,308.03
Appropriation for Pension Fund	10,000.00	10,000.00
Amortization of bond premiums	3,463.20	3,325.47
	<u>13,463.20</u>	<u>13,325.47</u>
Excess of income received over expendi- tures and appropriations from income	<u>\$ 20,145.53</u>	<u>\$ 17,982.56</u>

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED
TRUSTEE UNDER THE WILL OF ISABELLA STEWART GARDNER

STATEMENT OF CHANGES IN FUNDS

YEAR ENDED DECEMBER 31, 1961

	<i>General Fund</i>	<i>Pension Fund</i>	<i>Current working funds Maintenance and depreciation</i>	<i>Current surplus account</i>
Balances, December 31, 1960	\$10,398,205.18	\$760,491.99	\$414,823.43	\$18,406.40
Excess of income received over ex- penditures and appropriations from income				20,145.53
Net gain from sales of securities (Note 1)	439,868.21			
Income from investments of pension fund		27,124.41		
Appropriation from income for pension fund		10,000.00		
Pensions paid		(19,760.00)		
Balances, December 31, 1961	<u>\$10,838,073.39</u>	<u>\$777,856.40</u>	<u>\$414,823.43</u>	<u>\$38,551.93</u>

THE ISABELLA STEWART GARDNER MUSEUM, INCORPORATED
TRUSTEE UNDER THE WILL OF ISABELLA STEWART GARDNER

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 1961

1. *Investments*

Investment securities held in the General Fund are stated at cost, less amortization, if acquired subsequent to December 24, 1936, or at market values shown in the Trustee's inventory as of that date. All other securities are valued at cost. Gains and losses from sales of securities have been determined on the basis of these values.

In 1961 the Museum adopted the policy of deducting the reserve for amortization of bond premiums from the bond investment account in the General Fund. The amounts at December 31, 1960 have been restated for comparative purposes to conform with this policy.

2. *Museum property*

The Museum land and buildings, together with the 5,000 shares of The Isabella Stewart Gardner Museum in the Fenway, Incorporated (representing the contents of the Museum building, lot and greenhouse) are stated at appraisal values as shown in the Trustee's inventory as of December 24, 1936.

One hundred ten copies of this report were printed, thirty-five of which were bound in boards and seventy-five in wrappers, by The Anthoensen Press, Portland, Maine.



